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MASTER OPERATIONS TROUBLESHOOTER

Startups & Turnarounds | Technology Transfers | New Product Introductions | Organizational Leadership

Proven record of accomplishment in operations management, technology transfer, and new product introduction across eight organizations (revenues ranging from $5 million to $1 billion), domestically and internationally, in leading-edge technologies. Prepared private companies for profitable growth — in one case, for a liquidity event and subsequent acquisition by a Fortune 250 company; in another, for an IPO and subsequent acquisition by a UK holding company. Led a due-diligence team for a prospective US acquisition and evaluated numerous other domestic and international businesses as potential suppliers, competitors, and acquisition candidates.

- **Performance-Focused.** Led high-performance operations, manufacturing, engineering, and sourcing teams for General Electric, Spectris plc, and small- to mid-size technology manufacturing and consulting firms across more than four decades.
- **Profit-Driven.** Track record of on-time delivery, plug-and-play quality, and significant cost improvements. Saved more than $14 million in total cost productivity and generated more than $5 million in additional economic impact.
- **Team Leader.** Managed direct and indirect personnel, multicultural teams of up to 320, and budgets of up to $40 million. Founded and led a manufacturing operations consulting practice for more than two decades; served on multiple corporate, nonprofit, and higher-education advisory boards.
- **Cross-Cultural Mindset.** International experience in the UK, Germany, Japan, Mexico, China, Korea, France, Poland, and the Netherlands. Bilingual, with native fluency in Spanish and English.

CORE COMPETENCIES

Operations Management · Manufacturing Turnaround & Startup · Technology & Knowledge Transfer · New Product Introduction · Lean Six Sigma · Kaizen / 5S · Supply Chain Development & Revamp · Project Management (PMBOK) · Quality Systems (ISO 9000/9001/9002, CQE) · Process Improvement & Documentation · Strategic & Business Planning · Cost & Yield Improvement · EBITDA / Variance Analysis · Interim Management · Leadership Coaching · Performance & Change Management · Organizational Development · Danaher Business System · International Operations · Bilingual (English/Spanish)

CLIENT ENGAGEMENT SCOPE

North America: strategic and business planning, operations turnaround, CEO coaching, quality and technical assessments, supply chain development, manufacturing engineering, yield improvement, employee skills matrices, and training.
Europe: technical assessments, coaching, account management, technical problem-solving and troubleshooting, and technical training.
Asia: operations, technology transfer, and quality assessments; supply chain, process control, maintenance, packaging, and training.

PROFESSIONAL EXPERIENCE

Dates reflect the duration of each engagement; several roles below were held concurrently.

Strategic Operations Solutions, LLC *Gaithersburg, MD* **Dec 2000 – Present**

Master Operations Troubleshooter / General Manager & Owner

Founded and led this manufacturing operations consulting firm, delivering project-based, interim-management, and coaching solutions that span industries and borders to improve client profitability.

- Managed quality and technical assessments, strategic and business plans, and large capital equipment and supply chain projects for clients across the USA (multiple states, including as an MD MEP contractor), Asia (Korea, China), and Europe (France, Poland, Netherlands).
- Delivered process, quality, and operations improvement engagements and process-documentation projects spanning many industries, company sizes, and continents over more than two decades, while maintaining client confidentiality.
- Developed and launched a value-added ESOL community program and was instrumental in securing grant funding; served as Adjunct Professor of Lean Six Sigma at Quinsigamond Community College (Worcester, MA).
- Community service: GWU Office of Innovation & Entrepreneurship (New Venture Competition judge), TEDCO (MERL-MD), Technology Council of Maryland (VMS-MD), and founding member of MACWIC. Several Advisory Boards (MA, MD).

CEO Experience *Frederick, MD* **Nov 2018 – Present**

Chief Experience Officer (concurrent with Strategic Operations Solutions)

Serve Christian CEOs and business owners by developing their leadership teams through biblical business principles, real-time case studies, and industry best practices.

- Facilitate monthly Next Level Leader workshops and CEO retreats focused on organizational development and executive leadership growth.

Marketplace Chaplains *Maryland* **Sep 2022 – Aug 2024**

Chaplain (concurrent with Strategic Operations Solutions)

- Provided confidential, voluntary pastoral care and employee support as part of a dedicated Chaplain Care Team model serving multiple company locations.

Maryland MEP *Columbia, MD* **Feb 2014 – Jun 2016**

Account Manager

Account Manager for this 501(c)(3) nonprofit chartered to enhance Maryland manufacturing competitiveness through top-line growth and bottom-line improvement; more than $5 million in economic impact reported to NIST MEP.

- **Project Management.** 2014 engagements: Strategic Planning (Charles Co.), Yield Improvement (Queen Anne's Co.), Facilities Layout (Anne Arundel Co.), Supplier Scouting (Montgomery Co.), and Leadership Coaching (Charles Co.).
- **Project Management.** 2015 engagements: QMS Assessment (Garrett Co.), Facilities Layout (Charles Co.), Competitor Assessment (Baltimore Co.), 5S & Facilities Layout (Anne Arundel Co.), and Standard Work Kaizen (Charles Co.).
- **Project Management.** 2016 engagements: QMS Fundamentals Implementation and Strategic Leadership Coaching (Charles Co.), 5S Training (Anne Arundel Co.).

PremaTech Advanced Ceramics *Worcester, MA* **Jul 2011 – Nov 2012**

Operations Manager

Recruited to turn around under-performing operations at this privately owned provider of application-adaptive ceramic machining and polishing for silicon carbide and other advanced ceramics.

- **Operations Turnaround.** Improved revenue per employee by 5.6% in 2H 2011 despite a 17.7% sales decline; positioned operations to improve EBITDA by 248.1% and net income by 162.0% in 1H 2012 via 25.7% growth in shipments and a 45.6% gain in revenue per employee (highest productivity in 7+ years).
- **Lean Six Sigma.** Re-energized a dormant lean program via sustained 5S+S audits, a standard-work kaizen that eliminated significant rework, and a preventive-maintenance kaizen; benchmarked companies using self-directed work teams.
- **Workforce Development.** Established a machine-tool technology co-op with local vocational high schools; served on the MACWIC Steering Committee and advisory boards at Quinsigamond Community College and Worcester Technical High School.

Clear Align, LLC *Norristown, PA* **Jun 2009 – Oct 2009**

Vice President of Manufacturing

Privately owned manufacturer of custom imaging, sensing, and fiber-optic systems for the aerospace and defense markets. Contracted to prepare manufacturing for significant growth; identified and addressed supply chain issues and implemented new procedures, training personnel in lean manufacturing methodologies.

Janos Technology, LLC *Keene, NH* **Jun 2007 – Dec 2008**

Director of Manufacturing

Private-equity-owned manufacturer of precision infrared optics. Recruited to turn around under-performing operations and position the firm for profitable growth and a nine-figure (>$130 million) liquidity event, which closed; subsequently acquired by a Fortune 250 company.

- **Operational Excellence.** Implemented the Danaher Business System within two months of the acquisition, including daily management walk-throughs, +QDIP indicators, and multiple kaizen events; achieved ISO 9000:2000 certification.
- **Performance Management.** Increased revenue shipments by 42.7% in 2H 2007 while reducing past-dues by 20.4%; June 2008 YTD shipments exceeded 2H 2007 by 21.9%, with past-dues reduced by a further 60.0%.
- **Operations Turnaround.** Improved EBITDA by 57.5% and increased L3M inventory turns to 7.43 (up 80.0%) in 2H 2007; June 2008 YTD EBITDA exceeded 2H 2007 by 24.7%.

Strategic Path and Engineering, Inc. *Burton, OH* **Jan 2001 – Dec 2006**

President (concurrent with Strategic Operations Solutions)

Specialized in the turnkey startup and turnaround of technical manufacturing businesses.

- Board member and equity partner, co-leading a team of seasoned former General Electric technical experts with a combined 300+ years of experience turning around high-technology manufacturing operations in more than 14 countries.
- Identified root causes and corrective actions for an incoming-quality issue at a US distributor tied to a Korean partner and its manufacturing affiliate in China.

Spectris plc / Fusion *Egham, Surrey, UK & Rockville/Gaithersburg, MD, USA* **Apr 1991 – Jun 2005**

Promoted into senior management for this worldwide leading supplier of precision instrumentation and controls across multiple subsidiaries; implemented more than $7.1 million in cost-improvement and productivity-related projects over a 14-year career.

Vice President, Strategic Sourcing (2004–2005)
Consultant / Interim Vice President of Operations, NDC Infrared Engineering (2004–2005)
Consultant / Project Manager, Brüel & Kjær Vibro GmbH (2003–2004)
Vice President, Operations, Fusion UV Systems (2003–2004)
Vice President, Manufacturing, Fusion UV Systems (1999–2003)
Director of Manufacturing, Fusion UV Systems (1996–1999)
Director of Manufacturing, Fusion Systems Corporation (1994–1996)
Director of Fabrication, Fusion Systems Corporation (1991–1994)

- **Organizational Development.** Created and developed a high-performance manufacturing organization at Fusion UV Systems, facilitating a 15.7% average annual growth rate from $17 million (1990) to $84 million (2001).
- **Supply Chain Management.** Saved 200 jobs at Brüel & Kjær Vibro GmbH by developing an alternative multi-tier supply chain within six months of the sole-source supplier (>60% of revenue) announcing it was closing.
- **Lean Six Sigma.** Re-energized stalled lean manufacturing at NDC Infrared Engineering through a "Lean on the Run" approach, cutting labor costs by 60% while increasing repair-area output and using only 33% of the original floor space.
- **Operations Turnaround (NDC).** Reversed an outsourcing decision that affected 90% of a product line by justifying insourcing and securing buy-in from corporate and local management; reduced annual temporary and overtime labor costs from $500,000 to $100,000 (an 80% reduction) through improved planning and purchasing.
- **International Assignment.** Mentored the replacement operations leadership during a special assignment at the sister company Brüel & Kjær Vibro GmbH in Germany while implementing a Strategic Facilities Plan that delivered $2.8 million in cost savings, reduced inventory by $1.6 million, and achieved ISO 9000:2000 certification.
- **Account Management.** Implemented Lean Manufacturing and absorbed the Engineered Products line while overcoming a key account issue; corrected a strategic Japanese customer's facility problem, securing a $250,000 order and avoiding $100,000 in potential warranty costs.
- **Recognition & Quality.** Earned the Maryland Quality Award (1999), received an Invention Disclosure, and adopted Quality Function Deployment (QFD); identified >$2.5 million in cost savings in 2001 and $1.8 million in 1999, growing 2000 PBIT by 59.9%.
- **Capital Milestone.** Played a key operational role in the company's 1994 IPO by turning around delivery, quality, and cost performance for a core-technology component; achieved ISO 9002 certification and salvaged a high-visibility European account ($250,000 installation) through a new customer problem-resolution methodology.
- **Corporate Transition.** Prepared the division for its 1996 sale and acquisition by a UK company; achieved ISO 9001 certification, earned a Customer Satisfaction Award (1995), and introduced a supplier problem-resolution methodology that eliminated deficiencies that were costing $30,000 per month in warranty expense.
- **Continuous Improvement.** Achieved 1997 PBIT of 26.6%; conducted due diligence for a proposed offshore acquisition; improved inventory turns by 48% and cycle count accuracy to >96%; consolidated the core technology operation.
- **Supply Chain Optimization.** Streamlined the supplier base by more than 60%; introduced a new PCB supplier and test strategy that reduced plug-and-play defects by more than 15% and improved component life by more than 100%.

General Electric Company *Fairfield, CT, USA* **Mar 1977 – Mar 1991**

Advanced into middle management for this Fortune 10 conglomerate, at the interface of marketing, engineering, and manufacturing across two businesses; implemented more than $7.7 million in cost- and productivity-related projects over a 14-year career.

GE Lighting — Mattoon, IL & Cleveland, OH — Technical Leader / Resident Engineering Manager / Senior Project Manager / Manager, New Processes & Equipment (1987–1991)
GE Ceramics, Inc. / GE Technical Services Co. — Ciudad Juárez, MX & Cleveland, OH — Operations Manager, ECOM de Mexico / Manager, Special Projects (1984–1986)
GE Lighting Business Group — Cleveland, OH — Manager, Shop Operations / Production Engineer / Specialist, Materials & Production Control (1977–1984)

- **Technology Transfer.** Turned around a $10 million key technology-transfer project with CKD in Japan, resolved an inter-company management crisis, and recovered a five-month delivery deficit by year end; implemented $2.2 million in cost improvements (1988–1990).
- **New Product Introduction.** Turned around a critical 1989 new-product introduction by temporarily shutting down the initial production line, executing a five-month recovery plan, and requalifying three production shifts to meet the original delivery, quality, and cost targets.

General Electric Company (continued)

- **Technology Transfer.** Provided on-site project management for a >$15 million technology transfer in 1988, which generated $40 million in incremental revenue by 1991 through execution that secured lucrative follow-on business; boosted net income by $1.5 million annually via the 1987 development of an offshore technology transfer to Mexico.
- **Business Startup.** Led the on-time, on-budget 1984 startup and 1985–86 manufacture of key components in a Mexican maquiladora that grew to 100+ employees and achieved $3 million in shipments within two years; earned a Managerial Award (1985) for an innovative pay-for-performance system.
- **Cost Productivity.** Transferred new-product technology and implemented cost improvements totaling more than $4 million (1981–1983); earned a Managerial Award (1979) for leadership in new product introduction and centralized materials management, reducing inventory by $500,000.

EDUCATION & CREDENTIALS

Doctor of Ministry (in progress), Workplace, Theology, Ethics, and Leadership — Gordon-Conwell Theological Seminary, expected 2027

Master of Arts in Theology — Fuller Theological Seminary, 2023

Master of Engineering Management — George Washington University, Washington, DC, 1997

Bachelor of Industrial Engineering (Minor: Electrical Engineering) — Georgia Institute of Technology, Atlanta, GA, 1977

Private Pilot License with Instrument Rating #3462705 (1998) • ASQC Certified Quality Engineer #14438 (1986) • Engineer-in-Training Certificate #6536 (1977), Georgia State Board of Professional Engineers

CBMC Certified Christian Leadership Coach (2011) • NAHPA Membership Certification • Basic Keelboat, Basic Cruising & Bareboat Cruising Certifications • Lifetime Member, U.S. Chess Federation

PROFESSIONAL DEVELOPMENT

MBNQA Examiner (NIST), 2019 • CBMC Certified Christian Leadership Coach, 2011 • DISC Train the Trainer (SEPP6) • Lean Facilitator Certification (MWCC) • Executive Certificates (Jack Welch Management Institute)

Danaher Business System Leader Boot Camp (Janos), 2008 • Quality Function Deployment (Spectris/Fusion), 2001 • Lean Manufacturing (TPS), 2001 • Project Management Body of Knowledge (PMI), 1990

Facilitator Skills (GE), 1987 • Intensive Interviewing (GE), 1984 • Shop Operations I & II (GE Management Development Institute, Crotonville, NY), 1979–1980 • Kepner-Tregoe Genco II (GE), 1978

PUBLICATIONS

Delgado, Dwighd. “Building a Company Culture Assessment.” CEO Experience Executive Guide, no. 98 (2026).

Delgado, Dwighd. “Delgado Gives Friendly Skies New Meaning.” Gaithersburg Gazette, 2002.

Delgado, Dwighd. “Featured Customer, ‘Computers Across the Border.’” LAND Magazine, 1987.

Delgado, Dwighd. “Guided by the Light.” The Manufacturer, 2003.

Delgado, Dwighd. “QFD Killed My Pet (Project).” Paper presented at the 13th International Symposium on Quality Function Deployment, Baltimore, MD, 2007.

Delgado, Dwighd. “3D Printing (Additive Manufacturing) Primer: What’s the Buzz All About?” Northern Virginia Central Labor Council Newsletter, 2014.

Delgado, Dwighd. “Universal Fixturing System Reduces Downtime in Your Inspection Process.” Tooling & Production, September 2018.

Delgado, Dwighd. “The Value of a Leaner, More Productive Inspection Process.” Quality, June 2018, 38–41.

Delgado, Dwighd. “A Simulation Model of Eastern Air Lines’ Mobile Lounge System at Atlanta Hartsfield International Airport.” Senior design project, Georgia Institute of Technology, 1976–1977.

SELECTED PRESENTATIONS

“Interviewing Challenges: A Case Study.” CBMC presentation, September 2018.

“Findings and Recommendations for VALEO Blois (France): Analysis of FUV Bulbs.” Presented at Fusion UV, February 2007.

AWARDS & HONORS

Janos Technology: “Not Your Typical Business” Award (2007), Citizens Bank and New Hampshire Business Review

Fusion UV Systems: Invention Disclosure (2001), Maryland Quality Award (1999), Customer Satisfaction Award (1995)

General Electric: Managerial Award (1985), Managerial Award (1979)

Georgia Tech Army ROTC: Distinguished Military Student (1972) • Theta Chi: The Silver Legion (1997)

Marquis Who’s Who: Albert Nelson Marquis Lifetime Achievement Award (2017); Who’s Who in America (56th–61st editions); Who’s Who in the World (20th–26th editions); Who’s Who in Science and Engineering (5th–10th editions)

COMMUNITY SERVICE

ESOL Program, Seneca Creek Community Church (SCCC), 2011–2023 • Founding Member, MACWIC — Manufacturing Advancement Center Workforce Innovation Collaborative (2012–2015) • AirLifeLine (Angel Flight – MD), 2001–2003 • AIIE President-Elect, Chapter 007, IIE – OH (1984–1985)

Advisory Boards (past and present): FCA, HCC, NAHPA, CVTHS, MAA (MD); QCC, WTHS (MA), and numerous other leadership positions